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DELIVERABLE NO. 9: LA RUTA MOSKITIA MARKETING STRATEGY

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Submitted by: Solimar International

Contact: Hamilton McNutt, Program Manager
1327 14th Street, NW, Suite 320
Washington, DC 20005
Tel: (202) 518-6192 x109
Fax: (202) 518-6194
Email: h.mcnutt@solimarinternational.com

Submitted To: Chemonics International



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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ACRONYMS

| | |
|--------|---|
| CBO | Community Based Organization |
| FIT | Free and Independent Traveler |
| IHT | Honduras Tourism Institute |
| LARUMO | La Ruta Moskitia |
| MAREA | Management of Aquatic Resources and Economic Alternatives Program |
| MoU | Memorandum of Understanding |
| NGO | Non-Governmental Organization |
| PMP | Performance Monitoring Plan |
| SAVE | Scientific, Academic, Volunteer and Educational (tourism) |
| SITCA | Central American Tourism Board |
| UNWTO | United Nations World Tourism Organization |
| USAID | United States Agency for International Development |

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Executive Summary

La Ruta Moskitia (LARUMO) is an alliance of four community-owned and operated tourism destinations in the Rio Plátano Biosphere Reserve located in the remote region of Honduras known as “La Moskitia”. Launched in January 2006, La Ruta Moskitia has infused more than US \$300,000 into local economies into what is one of the poorest regions of Central America. In the process, LARUMO created 250 jobs and at one time was supporting 1500 immediate family members in the Reserve.

Yet in spite of this success, La Ruta Moskitia currently faces a number of organizational and financial challenges. Due largely in part to negative impact that the 2009 Honduras constitutional crisis had on the country’s image and tourism industry, La Ruta Moskitia’s sales have fallen dramatically over the last two years. The result of these poor sales has been the disintegration of the community enterprise groups managing each destination, the steady degradation of the lodging and dining infrastructure in the four communities, and the loss of key personnel trained in the various functional areas of tourism operations.

Fortunately, a window of opportunity exists for La Ruta Moskitia to return as a strong generator of jobs and income for the poor indigenous communities of the La Moskitia region. The following document outlines a series of basic tourism development steps that can be implemented quickly, with relatively little investment, and which can produce near immediate results (i.e. sales and profit) for the struggling La Ruta Moskitia Alliance. These tourism development steps include:

1. Improved Marketing Activities: Implementation of a series of low-cost, high impact marketing activities that include updating the LARUMO website, distributing print promotion in the region, launching an innovative and aggressive online marketing campaign, and establishing a network of sales points in Honduras.
2. Tourism Services Trainings: Conducting a series of refresher trainings for the four LARUMO community enterprises that focus on the main functional areas of tourism operations, including: guiding, lodging services, food services, transportation, and overall operations and management
3. Infrastructure Improvements: Investing in the improvement of LARUMO’s existing lodging and dining facilities, which remain structurally sound and ideally located. LARUMO community members will contribute their own time and labor to work alongside hired skilled laborers who are also needed to complete these repairs and improvements.

In addition to these proposed activities for the four *existing* LARUMO communities, analysis has revealed strong market interest and demand for the *expansion* of the La Ruta Moskitia Alliance to include additional communities south into the Nicaraguan region of La Moskitia. Although such an expansion would require additional investment, it would also significantly increase the number of community members – particularly *buzos* (divers), fisherman, and women – who could directly benefit from sustainable tourism in the region.

Finally, in the interest of identifying a funder to support the tourism development activities proposed in this document, complete and specific budget proposals and work plans associated with the proposed tourism development activities also included at the end of this report.

Introduction

La Ruta Moskitia (LARUMO) is an alliance of four community-owned and operated tourism destinations in the Rio Plátano Biosphere Reserve located in the remote region of Honduras known as “La Moskitia”. La Ruta Moskitia offers multi-day tours featuring authentic cultural exchange and a variety of activities such as bird watching, jungle trekking, and crocodile spotting. Clients travel the rivers and lagoons of La Moskitia in motorized dugout canoes, and stay in community-owned ecolodges and palm-thatched cabañas. In each LARUMO community “enterprise groups” (see figure 1) were formed to help manage tourism activities and distribute benefits.



Figure 1: LARUMO community enterprise group in Raista

Launched in January 2006, La Ruta Moskitia has infused more than US \$300,000 into local economies into what is one of the poorest regions of Central America. In the process, LARUMO created 250 jobs and at one time was supporting 1500 immediate family members in the Reserve. In 2007, the Alliance also formed the region’s first indigenous environmental conservation NGO that coordinates a number of unique conservation strategies that includes a conservation fund supported by 10% of all gross tour sales. The Alliance has received international recognition for the quality of its products, as well as its support of poverty alleviation and biodiversity conservation. These accolades include the World Travel and Tourism Council’s *Tourism for Tomorrow* “Investor in People” award in 2008, the Virgin Holidays *Responsible Tourism Award* “Best in Park or Protected Area” in 2007, and the Condé Nast Traveler’s coveted *Green List* in 2006. In 2007, La Ruta Moskitia was also selected as one of *National Geographic Adventure*’s “Best Adventure Travel Companies on Earth” and has been recommended by *Lonely Planet*, *Outside Magazine*, as well as a number of other publications.

La Ruta Moskitia: Looking Back

According to LARUMO’s well-maintained monthly and annual sales reports, in 2008 sales figures nearly topped \$100,000. But then in June 2009, disaster struck. A political crisis was set off by the ousting of Manuel Zelaya as president that caused rioting and protests that were captured and communicated by international media. During the six months that the crisis lasted, tourism travel to Honduras was down by about 60 percent.



Figure 2: LARUMO annual sales & profit: 2006-2010.
Source: LARUMO monthly/annual sales reports.

LARUMO didn’t have a single client for four of the last six months of 2006, and ended that year with only \$30,000 in sales, mostly from before the crisis (as illustrated in figure 2).

2010 was not much better for La Ruta Moskitia. Lingering safety concerns continued to keep some visitors away from Honduras, and LARUMO suffered along with the rest of the tourism industry in Honduras, earning only \$6,782 in profit in 2010. Although LARUMO's website and brand remain strong, it hasn't distributed any print promotion (e.g. posters, brochures) in the region for nearly two years nor has it ever conducted any online marketing. Both of this low-cost marketing activities are critical to driving potential clients to LARUMO's website.

The loss of clients and sales has had a negative "domino" effect on the La Ruta Moskitia communities. Fewer sales have meant fewer jobs, and many of the community "enterprise groups" that manage each of the four community destinations have disintegrated, leaving only a few active members left in each site. Without profits, infrastructure has fallen into disrepair. Old mattresses need to be replaced, new linens purchased, and leaking palm-thatched roofs need to be repaired. Finally, many of the community members that were originally trained as nature guides, accountants, housekeepers, and boat drivers have left to find work elsewhere...leaving behind a skeleton staff made up of individuals with no training and limited experience in tourism.

Based on interviews with LARUMO Managers and staff (included in the Annex)...one thing is nearly certain: *their alliance will most likely not survive another year of disappointing sales without some of the basic marketing, training, and investment steps outlined in this strategy.* But fortunately the path to renewed success for La Ruta Moskitia is clearly defined, requires relatively little investment, and only requires the assistance and support from projects and partners like USAID-MAREA, GEF/UNDP's Small Grants Program, and Solimar International who are invested in supporting this valuable example of community-based sustainable tourism in Central America. In addition, a number of other potential funding sources exist such as ProNegocios, amongst others.

La Ruta Moskitia: Looking Forward

Even though LARUMO faces many challenges moving forward, there remains huge opportunity to revitalize the La Ruta Moskitia Alliance. Tourism is returning to Honduras, with international arrivals steadily increasing over the last 20 months. Demand for type of sustainable tourism offered by LARUMO - from active adventure to indigenous cultural exchange to eco-exploration – has never been stronger, and LARUMO is well positioned to recapture the local tourism market it once dominated. LARUMO's infrastructure, although in need of a facelift, remains structurally sound and only requires small investments to improve. LARUMO's advantages over its competitors, from its tour products to its website and brand, are many. And finally the organizations that are in the unique position to help La Ruta Moskitia with the challenges it faces are present and dedicated to supporting LARUMO.

Situational SWOT Analysis

A SWOT analysis examines the elements of four factors in determining the present state and future potential of a project, organization, or a destination. This tool enables the identification of both external conditions and internal characteristics. The four factors analyzed include strengths, weaknesses, opportunities, and threats.

The SWOT analysis as applied to La Ruta Moskitia is represented in table 1 on the following page.

Table 1: La Ruta Moskitia SWOT Analysis

| | |
|---|---|
| Strengths: <ul style="list-style-type: none"> • Experiential tourists, who dominate the market, seek out authentic and direct interaction with cultural and nature...the two primary products offered by LARUMO. • LARUMO's website is still good, and LARUMO's two primary competitors are weak at marketing. • LARUMO offers the only community-owned and operated tour options to visit La Moskitia • LARUMO's infrastructure, though in need of repairs, still offers the best quality and location of lodging and dining facilities in La Moskitia compared to competitors. | Opportunities: <ul style="list-style-type: none"> • International tourism arrivals to Honduras continue to rise, particularly in tourism hubs such as the Bay Islands and Copan. With little time or investment, LARUMO can launch an online marketing campaign, and activity that is highly effective, especially for direct sales. • Regional travelers have shown interest in an overland route through La Moskitia from the North Coast of Honduras to Managua, Panama. • Additional communities, such as Mistruk, Bilwi, and Waspan are interested in joining LARUMO. • Most of LARUMO 's clients purchase their tours once in Honduras, which creates opportunity for "word of mouth" promotion that can quick and has no cost but requires quality tour products. |
| Weaknesses: <ul style="list-style-type: none"> • Other than its website, LARUMO has never conducted any online marketing activities to promote itself. • Poor sales over past 18 months have disintegrated the LARUMO community enterprises groups, resulting in a lack of trained staff and low-quality customer service. • A lack of profit to reinvest in infrastructure improvements have left all of LARUMO's dining and lodging facilities in desperate need of repair. • LARUMO has a limited sales presence, particularly outside of La Ceiba. | Threats: <ul style="list-style-type: none"> • Without a near immediate increase in sales, the LARUMO alliance is likely to disappear in the next 12-18 months. • Poor service and a lack of quality infrastructure can give LARUMO a bad reputation, which can also be quickly and widely communicated through online tourism forums and online reviews. |

The identification of these four elements permits a deeper examination of situational and internal factors that illuminate relationships and enable the establishment of strategies that use internal factors to address external ones. This illustrates clear focal points toward which efforts and future work should be aimed. An example of this matrix is presented below in table 2:

Table 2: SWOT Linkage Analysis Methodology

| | Opportunities | Threats |
|-------------------|--|---|
| Strengths | SO Strategies Use strengths to take advantage of Opportunities Guiding questions: <ul style="list-style-type: none"> • Can this strength help to take advantage of this opportunity? | ST Strategies Use Strengths to avoid Threats Guiding question: <ul style="list-style-type: none"> • Can this strength help to eliminate this threat? |
| Weaknesses | WO Strategies Use Opportunities to mitigate Weaknesses Guiding question: <ul style="list-style-type: none"> • Can this opportunity help to address this weakness? | WT Strategies Reduce Weaknesses and avoid Threats Guiding question: <ul style="list-style-type: none"> • Does addressing this weakness help mitigate this threat? |

In this analysis as shown in table 3 on the following page, the connections between conditional factors and characteristics are examined and given a value from 0-4 with 0 being completely unrelated and 4 being directly linked. This evaluation will clearly show which conditional factors can be taken advantage of or mitigated with internal characteristics. Below specific connections that represent strong opportunities for interventions are highlighted, selections were based on strong linkages between highly linked rows and columns in each quadrant.

Table 3: SWOT Linkage Analysis for the La Ruta Moskitia Alliance

| | Opportunities | International tourism arrivals to Honduras continue to rise. | Online marketing can be effective at producing quick sales | Travelers interested in an overland route through La Moskitia to Nicaragua | Additional communities in La Moskitia interested in joining LARUMO | Word of mouth promotion can produce quick direct sales for LARUMO | Threats | Without immediate sales, LARUMO is likely to disappear within 12-18 months | Poor service/infrastructure will lead to LARUMO developing a bad reputation |
|---|----------------------|--|--|--|--|---|----------------|--|---|
| Strengths | | | | | | | | | |
| LARUMO offers products desired by experiential tourists, who dominate the market | | 1 | 1 | 4 | 4 | 2 | | 2 | 1 |
| LARUMO's website is good, and LARUMO's competitors are weak at marketing | | 1 | 4 | 2 | 2 | 3 | | 3 | 1 |
| LARUMO offers the only community-owned and operated tour options to visit La Moskitia | | 1 | 2 | 3 | 3 | 2 | | 2 | 2 |
| LARUMO's infrastructure still offers the best quality and location of lodging and dining facilities | | 1 | 2 | 2 | 1 | 3 | | 2 | 4 |
| Weaknesses | | | | | | | | | |
| LARUMO has never conducted any online marketing activities. | | 1 | 4 | 3 | 2 | 2 | | 4 | 1 |
| Lack of trained staff and low-quality customer service. | | 1 | 2 | 2 | 2 | 1 | | 3 | 4 |
| Dining and lodging facilities in desperate need of repair. | | 1 | 2 | 1 | 1 | 2 | | 3 | 4 |
| LARUMO has a limited sales presence outside of La Ceiba. | | 4 | 2 | 3 | 1 | 3 | | 1 | 1 |

Important linkages to highlight include:

Strength-Opportunity Linkages:

1. The demand for the natural and cultural tourism products offered by LARUMO combined with the demand for an overland route to Nicaragua creates big opportunities for the expansion of La Ruta Moskitia to include additional communities that have shown interest in joining the alliance.
2. The power of online marketing will help to promote visitation to LARUMO's existing website and will take advantage of the fact that competitors lack both a strong website and online marketing.

Strength-Threat Linkages:

1. The ideal locations of LARUMO's lodging and dining facilities create strong potential; they only require minor investment to improve appearance and basic amenities.

Weakness-Opportunity Linkages:

1. Online marketing is highly effective, low in cost, and relatively easy to manage by LARUMO sales staff...and is a marketing activity that LARUMO has yet to attempt.
2. Establishing a network of partner sales points in places like Copan and Roatan will take advantage of the increasing international tourism arrivals that are occurring in these destinations.

Weakness-Threat Linkages:

1. Online marketing does not require a long timeline to implement (i.e. no waiting for brochures to be printed/distributed or print travel guides to be updated); therefore the expected results from online marketing can be immediate as well. This is especially true considering the fact that LARUMO clients typically buy their tour while in country (i.e. without a long lead time before they arrive to Honduras). All of these factors could help to produce quick sales and profit for the struggling LARUMO Alliance.
2. Solimar is prepared to deliver customized, condensed tourism training workshops to the LARUMO communities to quickly improve their quality of services to LARUMO clients, which is critical to the long-term success of the Alliance and their tour products.
3. Solimar has documented the minor investment requirements to improve LARUMO's failing infrastructure, and there appears that a few potential funders exist who may be interested in supporting these costs.

Resulting Strategy

Based on the important linkages exposed by the SWOT analysis, Solimar-USAID/MAREA proposes a three-pronged approach to address the barriers that LARUMO faces right now.

Step 1: Improve Marketing Activities

First and foremost, La Ruta Moskitia needs to revitalize and reinvent its marketing activities. With a small investment in marketing costs (outlined in the marketing budget) and Solimar's support, LARUMO can quickly implement a list of low-cost, high impact marketing activities that include updating its website, distributing print promotion in the region, launching an innovative and aggressive online marketing campaign (see figure 3), and establishing a network of sales points in Honduras.

A funder needs to be identified to support the costs of these marketing activities, which are outlined in the "Budget & Timeline" section of this document.

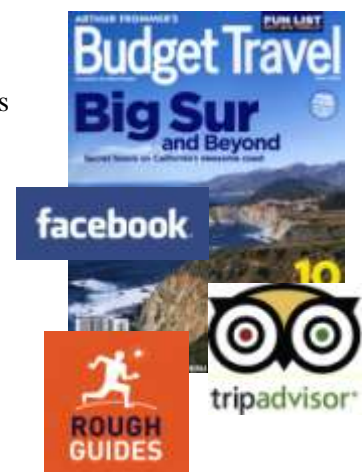


Figure 3: Online marketing tools

Step 2: Tourism Services Refresher Trainings

To address the *training* needs of the LARUMO communities, Solimar proposes a series of refresher trainings that focus on the main functional areas of the enterprises, including: guiding, lodging services, food services, transportation, and overall operations and management (see figure 4). These trainings, which will be conducted by Solimar and the local Managers, can be condensed into one week per community and will focus on a "train the trainers" approach that will empower those local tourism Managers to continue the trainings after the initial week with Solimar staff.



Figure 4: Solimar-USAID/MAREA tourism training workshop

A funder needs to be identified to support the costs of these trainings, which are outlined in the "Budget & Timeline" section of this document.

Step 3: Infrastructure Improvements

With the funding required to make small improvements in tourism infrastructure, LARUMO's communities can hire skilled laborers to complete those improvements as well as support those activities with their own time and labor as seen in figure 5.

A funder needs to be identified to support the costs of these infrastructure improvements, which are outlined in the "Budget & Timeline" section of this document.

With all of some of these steps completed, La Ruta Moskitia can easily begin to see immediate results in terms of sales, revenue, and job creation. LARUMO has historically sold nearly 100% of its tours directly through its own website, not having to rely on other sales partners and sales channels. Within 30 days of launching its website and promotional campaign in 2006 (which was not nearly as comprehensive as the promotional strategy proposed within this document) LARUMO was averaging \$5,000 a month in sales. This is because LARUMO's target market segments typically buy their tours to La Moskitia once they arrive to Honduras, and with a marketing campaign that targets this individuals (combined with word-of-mouth promotion that will also begin) significantly increased sales could begin immediately.



Figure 5: Infrastructure repair

Market Analysis

Market Analysis Method

The results of the market analysis presented here were based on a number of analysis methods that were employed in its development. These methods include:

1. LARUMO Management Interviews

Solimar staff conducted in person interviews with each of the following management representatives from LARUMO:

- Elmor Wood, Executive Director
- Claudia Ordonez, Sales Manager
- Orcas Wood, Operations Manager
- Meliza Bodden, Raista Manager
- Mario Miller, Belen Manager
- Macoy Wood, Brus Laguna Manager

The results of these interviews with the LARUMO community managers help to convey the challenges that La Ruta Moskitia is facing in terms of sales, organizational integrity, and their desperate need for technical assistance in marketing, training, and infrastructure improvements. The complete results of these interviews can be found in the annex of this document.

2. La Ruta Moskitia Monthly, Quarterly and Annual Sales Reports

Since its launch in 2006, La Ruta Moskitia management has maintained detailed monthly, quarterly, and annual sales reports that capture:

- **Client/Tour Information:** For every single tour sold, LARUMO records the date of the tour, the type of tour, how many clients, country of origin of each client, and sales channel (direct or indirect)

- **Tour Financials:** In addition, for each tour LARUMO records the sales price, the cost of goods sold (COGS) or direct tour costs, and the resulting profit and profit margin
- **Alliance Financials:** Finally, LARUMO management records other financials such as administrative costs like rent, electricity, and salaries for each month of the past five years.

An example of the LARUMO sales report is included in the annex of this document.

3. Visitor Demand Surveys

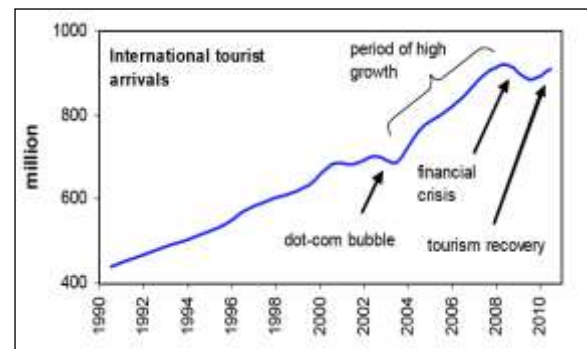
Solimar staff also administered nearly 200 visitor surveys in Roatan and La Ceiba in an effort to better define tourism demand and characteristics Honduras right now. The survey, which is included in the annex of this document, analyzed:

- **Visitor demographics:** Nationality, age, income level, number of travelers
- **Visitor travel patterns:** Where are visitors coming from? Where are they going? What modes of transportation do they use?
- **Visitor spending patterns:** How much do they typically spend at the site? And on what?
- **Visitor interests:** What tourism products, activities, or attractions interest them?
- **Visitor willingness-to-pay:** For specific tour products or for products/services in general.
- **Visitor travel planning sources:** Which websites, guides, or other travel planning sources do they use

4. Tourism Market Data Research

Solimar staff also conducted extensive research into a number of sources for tourism market data internationally, regionally in Central America, and specific to Honduras. These information sources included:

- **International tourism data:** UNWTO Barometer Report (<http://mkt.unwto.org/en/barometer>)
- **Regional tourism data:** SITCA “Boletín de Estadísticas Turísticas de Centro América 2010”
- **Honduras tourism data:** IHT publications and website, Honduras travel industry websites



Market Summary

International Tourism Market Analysis

International tourist arrivals are estimated to have grown by 4.5% in the first half of 2011, consolidating the 6.6% increase registered in 2010. Between January and June of this year, the total number of arrivals reached 440 million, 19 million more than in the same period of 2010 (UNWTO, 2011). The Americas (+6%) was slightly above the world average.

These positive trends support an ongoing rebound of the international tourism industry that has shown consistent growth since the 2008 global financial crisis, as illustrated in figure 6.

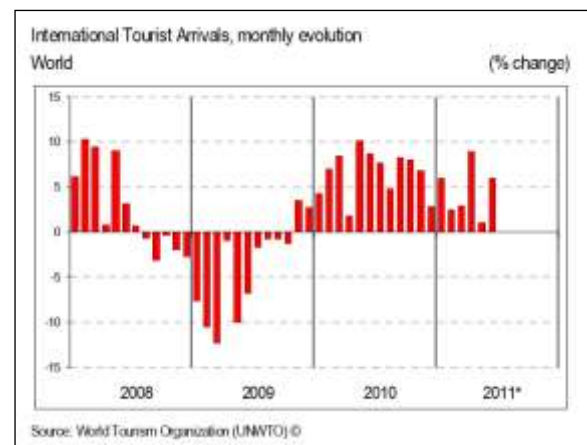


Figure 6: International tourism arrival trends
Source: UNWTO, 2011

Honduras Tourism Market Analysis

According to statistics from the Central American Tourism Board (SITCA), tourism in Honduras has shown a steady return to growth following the 2009 constitutional crisis, even though Honduras as a country remains one of the weakest tourism destinations in Central America.

International arrivals to Honduras are characterized as being a part of one of the following two groups:

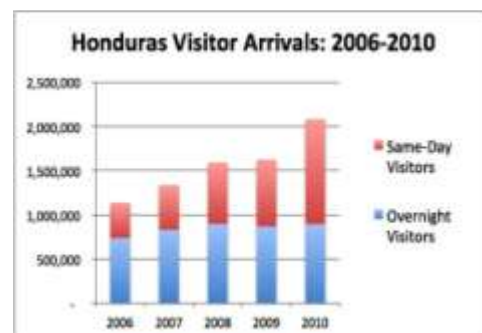
- *Same-Day Visitors*: Visitors that do not spend at least one full night in the country. This group is comprised primarily of business traveller and cruise ship passengers.
- *Overnight Visitors*: Visitors that spend at least one full night in the country. The international vacation travelers described later in this section characterize this group.

As illustrated in figure 7, overnight visitors dropped slightly in 2009 and experienced a modest increase in 2010. Preliminary tourism statistics for 2011 show a more significant increase in overnight visitors than that seen from 2009 to 2010 (SITCA, 2011).

Same day visitors increase considerably from 2009 to 2010, bolstered mostly by the construction of a new cruise ship port on Roatan that opened in 2010. According to SITCA tourism statistics, Honduras now tops the list of Central American countries with the highest arrival of cruise ships and cruise passengers with more than 800,000 cruise passengers in 2010 (Roatan.Honduras.com, 2011).

Although a positive development for the tourism industry in Roatan, the increase in same-day cruise ship visitors does not represent a potential target market for La Ruta Moskitia's products.

Outside of Central American countries, visitors to Honduras are primarily arriving from North America (39.4%) and Europe (10.1%), as shown in the figure. On a positive note, visitors to Honduras have longer average stays (11.1 days) than any other Central American country, as seen in the figure. Yet those visitors spend less than \$60/days on average, well below the regional leaders of Costa Rica (\$112/day) and Panama (\$109/day), as shown in table 4.



2010 Honduras Visitor Country of Origin

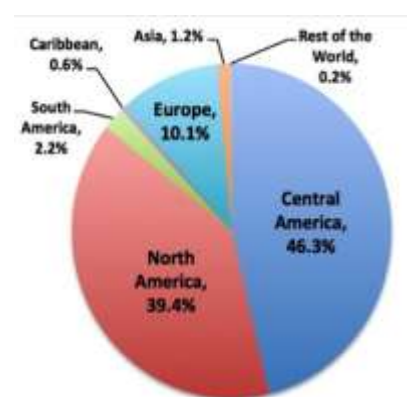


Figure 7: Honduras tourism arrival trends Source: SITCA, 2011

Table 4: Central American Tourism Statistics – 2010

(Source: SITCA, 2011)

| 2010 | Central America | Honduras | Costa Rica | El Salvador | Guatemala | Belize | Nicaragua | Panama |
|--------------------------------|-----------------|----------|------------|-------------|-----------|--------|-----------|--------|
| Visitor Arrivals (Thousands) | 7,931 | 896 | 2,100 | 1,150 | 1,219 | 238 | 1,011 | 1,317 |
| Average Daily Expenditure (\$) | 84.1 | 59.7 | 112.2 | 78.5 | 97 | n/d | 48.4 | 109 |
| Average Stay in Country (days) | 8.4 | 11.1 | 10.9 | 5.8 | 6.2 | n/d | 7.5 | 9 |

Honduras remains the country with the second *fewest* international arrivals in the Central America region (896,000 in 2010)...only Belize has fewer. But when one compares the size and diversity of its tourist offering to tiny Belize, it is easy to see that Honduras is exponentially lagging behind its neighbors in tourism arrivals and revenues.

These opportunities and challenges highlight the importance of a strong marketing strategy for La Ruta Moskitia to succeed.

LARUMO Market Summary

LARUMO's 2010 sales reports help to reveal their current client profile, seen in figure 8.

40% of clients were from North America, while 53% of their clients were from Europe. Clients selected a diverse mix of LARUMO's more affordable "overland" tours (44%), their more expensive "air-based" tours (37%) as well as their combined "air/land" tour (19%). The air-based tours have higher prices and therefore higher profits, and should be more heavily promoted in the new marketing campaign. In terms of tour length, once again there was no one clear favorite, although it appears as if clients preferred the longer tours of 7-days (31%), 8-days (31%) and 9-days (13%). And again, longer tours mean higher prices and higher profits, and should be emphasized in the new marketing campaign.

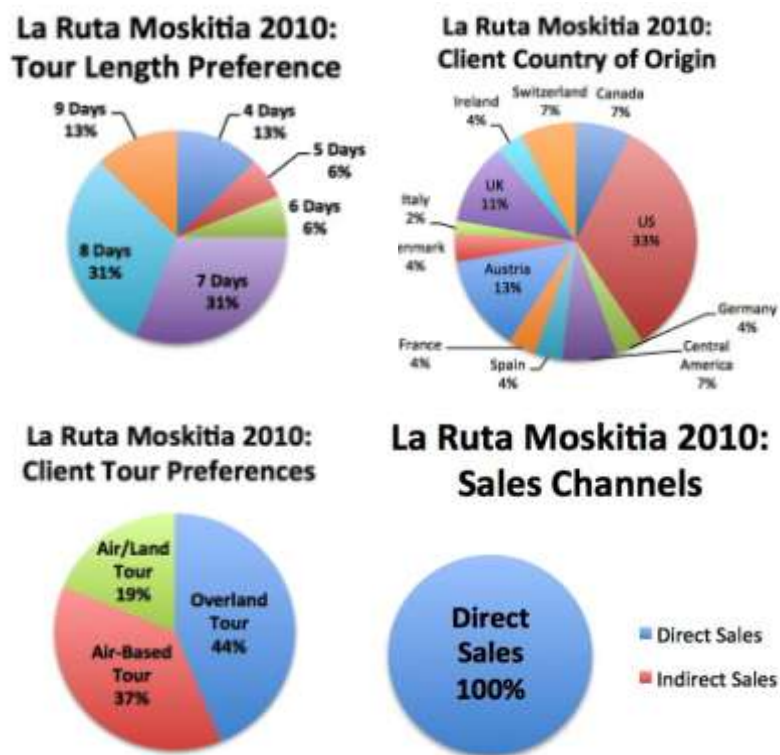


Figure 8: La Ruta Moskitia visitor arrival trends
Source: LARUMO Monthly Sales Reports - 2010

In 2010 100% of LARUMO's tours were sold directly by the alliance to clients through the website, email, and phone communications. Direct sales are highly preferred because they do not require that a sales commission is paid to a sales partner, but in order to increase sales volume, the new marketing strategy will focus in part on expanding LARUMO's network of sales points and partners.

Market Trends

There are a number of sustainable tourism market trends that LARUMO is well positioned to take advantage of both within the products it offers, as well as the marketing messages it uses to reach target audiences. Table 5 on the following page summarizes these market trends, as well as highlights some of the products and promotion that LARUMO will focus on in the new marketing strategy to take advantage of these trends.

Table 5: Sustainable Tourism Market Trends*(Source: Travel Industry Association, 2003)*

| Trend | Product Strategy | Promotional Strategy |
|--|--|---|
| Interest in experiential and authentic tourism: The UNWTO's "2020 Vision" report ranks experiential tourism among the sectors expected to grow most quickly over the next two decades. | LARUMO's current tours immerse visitors in the natural and cultural world of La Moskitia, but new tours (such as cooking classes and community tours) will also be developed. | The new marketing campaign's messages focus more on the cultural aspects of La Moskitia and the unique ways in which visitors are offered a unique window into the lives of the local people. |
| Desire to connect with nature: Due to increasing urbanization around the world, city dwellers increasingly desire to experience nature that they no longer have in their daily lives. | LARUMO offers jungle tours, crocodile spotting, and some bird watching. But new early morning tours will be developed to focus on finding wildlife, especially around Las Marias. In addition, a new tours will be developed that focus on the <i>conservation efforts and stories</i> of La Moskitia, from LARUMO's own work to MAREA's work with lobster divers and fisherman | LARUMO's website and print promotion already feature many images of wildlife. LARUMO's current tagline is "Discover the Wild Side of Honduras", which will continue to be used. |
| Active adventure: Visitors, particularly younger market segments but including increasing numbers of older travelers, seek experiences that provide excitement, physical exertion, and some degree of risk-taking. | LARUMO offers hiking and trekking tour options and kayaking...but new tour itineraries will be sure to include at least one physical activity everyday. In addition, opportunity exists to develop a new tour, tentatively named "La Moskitia Challenge", that will lead visitors on a safe yet exciting three-day journey overland from La Ceiba to Managua through La Moskitia. | New marketing messages and materials will be developed to promote the "La Moskitia Challenge". The messages will emphasize that the three-day overland route is safe and coordinate yet "off the beaten path" and "off the Gringo trail". It will show travelers riding in boats and trucks to cross La Moskitia in an adventurous and authentic way. |

Target Market Segments

1. International Young Professionals / Free and Independent Travelers (FITs)

Profile:

- Age 20-40, professionally employed but on longer vacations (2-6 weeks) that often include more than one country in Central America
- 50% North American, 50% European. Nearly half of all young professionals live in big cities.
- Well-educated and environmentally aware travelers with an adventurous flair
- Show a distinct preference for destinations with authentic historic sites, different cultures, and educational experiences
- Most likely to be aware of travel companies' practices to preserve the environment of destinations

Table 6: International Young Professionals / Free and Independent Travelers (FITs) Marketing Strategy

| Target Market Segment | Country of Origin | Potential Products | Key Motivations for Buying | Key Messages | Key Images | Promotional & Marketing Activities |
|---|---|---|---|--|--|--|
| International Young Professionals Free & Independent Travelers (FITs) | US, Canada, Germany, France, Austria, Switzerland | <ul style="list-style-type: none"> • Longer (7+day) tour itineraries (air, land, air/land) | <ul style="list-style-type: none"> • Culture • Active Adventure • Authenticity | <ul style="list-style-type: none"> • "Authentic cultural exchange" • "Primary rainforest full of wildlife" | <ul style="list-style-type: none"> • Cultural ceremony • Traditional dress • Group of tourists hiking in rainforest | <ul style="list-style-type: none"> • Website • Online marketing • Update guidebooks • Posters • Brochures |

2. International/Domestic Scientific, Academic, Volunteer and Educational (SAVE) Travel Groups

Profile:

- 50% North American, 20% Honduran, 15% European, 15% Central American
- Individuals or groups that travel with the intention of participating in experiential learning activities leading to credit for formal degree programs or courses offered by higher education institutions; for example, field studies in anthropology, archaeology, languages, conservation biology and others.
- Individuals or groups that travel with the intention to participate in specific activities that will contribute to the betterment of society. These could be travelers associated with the growing number of organizations supporting volunteer programs or independent travelers.
- Individuals or groups that travel to enhance their knowledge, for personal gratification rather than academic credit. This type of educational experiences could include learning a language or acquiring another skill in traditional dances, handicrafts, orienteering, etc.

Table 7: SAVE Travel Groups Marketing Strategy

| Target Market Segment | Country of Origin | Potential Products | Key Motivations for Buying | Key Messages | Key Images | Promotional & Marketing Activities |
|---|---|--|--|---|---|--|
| International & Domestic SAVE Travel Groups | US, Canada, Honduras, Europe, El Salvador | <ul style="list-style-type: none"> • Learning-oriented tours that focus on natural and/or cultural themes | <ul style="list-style-type: none"> • Interpretation & learning • Culture • Nature • Safety | <ul style="list-style-type: none"> • "Affordable group rates" • "Professor /leader is free with groups of 10 or more" • "Four unique indigenous groups" • "Largest rainforest in Central America" | <ul style="list-style-type: none"> • Visiting professor leading a group of university students • Students collecting data | <ul style="list-style-type: none"> • Direct mailing (promoting SAVE tour itineraries) to international and domestic university departments • Follow up sales calls/emails • Website • Online marketing |

3. Niche International Tour Operators, Wholesalers, and Distributors

Profile:

- 60% North American, 20% European, 20% Central American
- Outbound (international) tour operators and wholesalers who offer *niche* travel experiences (sustainable tourism, nature tourism, cultural tourism, community tourism).
- International tour operators who may have a existing Central America multi-week itinerary, and are interested and will to add La Moskitia as an *extension* trip to that existing itinerary

Table 8: Niche International Tour Operator, Wholesale, and Distributer Marketing Strategy

| Target Market Segment | Company / Website | Potential Products | Key Motivations for Buying | Key Messages | Key Images | Promotional & Marketing Activities |
|--|---|---|--|---|--|---|
| Niche International Tour Operators and Wholesalers | responsible travel.com, GAP Adventures, Journey Latin America | <ul style="list-style-type: none"> • Shorter 2 to 4-day "extension" tours • Longer 7 to 9-day "destination" tours | <ul style="list-style-type: none"> • Quality • Commission • Professionalism | <ul style="list-style-type: none"> • "Five years of professional operations" • "We offer 20% commissions on all tours" • "Trip leaders free with groups of 10 or more" | <ul style="list-style-type: none"> • Smiling staff in professional uniforms • Photos that show tour elements | <ul style="list-style-type: none"> • Sell sheets • Trade shows • Print/digital tour catalogs |

Competition Analysis

Table 9: La Ruta Moskitia Competition Analysis

| Competitor | Products | Strengths | Weaknesses | LARUMO Competitive Advantages |
|-------------------------------------|---|---|--|--|
| La Moskitia Ecoaventuras – La Ceiba | <ul style="list-style-type: none"> Moskitia Tour by <i>Air</i> 5-Day – 2-3 pers. \$994, 4-6 pers. \$627, 7+ pers. \$597 Moskitia Tour by <i>Ground</i> 5-Day – 2-3 pers. \$240, 4-6 pers. \$210, 7+ pers. \$198 | <ul style="list-style-type: none"> 20+ years in business New website Owner is excellent guide Good reviews in guide books | <ul style="list-style-type: none"> Company does little to no marketing (not online, no print promotion) “Local” guides not trained well Ground tour = cheap and budget...low quality food, lodging, transport | <ul style="list-style-type: none"> Better website New online marketing campaign Regional print promotion campaign |
| Turtle Tours – La Ceiba | <ul style="list-style-type: none"> Jungle Adventure (by air) 5 days/4 nights – 2 pers. \$940, 3 pers. \$825, 4-8 pers. \$770 | <ul style="list-style-type: none"> German-speaking guides Decent website | <ul style="list-style-type: none"> High prices No online or print marketing activities Poor brand/image Limited information in guide books | <ul style="list-style-type: none"> Better prices More updated information on website Better guide book endorsements |

Marketing Strategy

Overview of Current La Ruta Moskitia Marketing Activities

Brand

During its initial formation in 2006, a considerable amount of work went into developing a strong brand (name, logo, and tagline) for the La Ruta Moskitia alliance, as seen in figure 9. That brand has become quite recognizable over the last five years, and continues to effectively represent



Figure 9: Current LARUMO Brand

the alliance and their tourism products. No changes will be made to the LARUMO brand.

Website

La Ruta Moskitia maintains its award-winning website (see figure 10): www.larutamoskitia.com. The website continues to be an effective marketing tool for LARUMO's tours, and is the single most important promotional mechanism for the alliance. Although some of the website content (e.g. tour descriptions, prices, etc.) will need to be updated as a part of the new proposed marketing strategy, the overall website design and structure will not change.



Figure 10: Screen shot of current LARUMO website

Sales Representative

La Ruta Moskitia is represented by a single salesperson, Claudia Ordoñez, in La Ceiba. Claudia, who has a university degree and is bilingual in English and Spanish, is an effective communicator and sales representative for LARUMO. She is responsive and helpful with clients. With that said, if the proposed marketing strategy is implemented, it will require that she takes on some additional sales and marketing responsibilities such as distributing print promotion (e.g. posters, bookmarks) in the region as well as working with other sales partners such as hotels and tour operators.

Overview of Proposed La Ruta Moskitia Marketing Activities

Based on the market analysis research and the information and results it provided, the following section outlines La Ruta Moskitia's proposed marketing strategy which is organized into the "4Ps" that include products, pricing, placement, and promotion.

Product

No matter how effective a marketing campaign may be, a tourism enterprise's products must first and foremost meet the expectations and demands of international clientele. Therefore, the following steps are recommended to ensure that LARUMO's tours are ready to be marketed.

Phase I: Improve Existing Products

As stated earlier, Solimar proposes a series of refresher trainings for the existing LARUMO communities that will focus on the main functional areas of the enterprises, including: guiding, lodging services, food services, transportation, and overall operations and management. The costs of these trainings are included in the Budget and Timeline.

Basic infrastructure improvements must be made as well, as outlined in the Budget and Timeline section.

Phase II: Develop New Products / La Ruta Moskitia Expansion into Nicaragua

If funding existed for the expansion of La Ruta Moskitia to include additional communities in the region, a logical place to start would be to include the Garifuna community of Plaplaya in the Rio Plátano Biosphere Reserve. GEF/UNDP's Small Grants Program recently supported the construction of tourist lodging in the community, which also manages a sea turtle conservation project. The turtle project, in addition to the vibrant Garifuna culture, would make Plaplaya an ideal addition to the LARUMO alliance.

Market analysis research has also revealed that great opportunity exists to extend the La Ruta Moskitia alliance south from the Rio Plátano Biosphere Reserve to also include



Figure 11: Proposed LARUMO expansion/overland route into Nicaragua

communities near Puerto Lempira/Mistruk, the community of Waspan on the Honduras/Nicaragua border, and community tourism projects near Puerto Cabezas/Bilwi in Nicaragua (see figure 11).

Regional travelers in Central America are looking for an option to get from the North Coast of Honduras to Nicaragua without backtracking by bus through Tegucigalpa. **“The Moskitia Challenge”** would be an adventurous new 3-5 day travel route through La Moskitia, incorporating 3-5 new community destinations into La Ruta Moskitia. Sales and operations centers could be established on the northern end (La Ceiba) and southern end (Granada, Nicaragua) to help promote this route.

Solimar consultants completed this overland journey in February 2011 and found the trip to be scenic and enjoyable, in addition to safe and logistically feasible. Opening up this alternative north-south travel corridor could result in significant increased sales for the expanded LARUMO alliance, resulting in additional jobs and revenue for increase coastal communities throughout the La Moskitia region.

Pricing

Pricing for LARUMO’s cheaper “overland” tours average approximately \$75/day per person, while the more expensive “air-based” tours average approximately \$125/day per person. These prices appear to remain both competitive compared to other tour operators in the region, as well as produce reasonable profit margins (20-30%) for the community tourism enterprises. Tour costs and prices will need to be verified and updated if necessary, but no major changes are anticipated.

Placement (Distribution)

Placement (i.e. distribution channels) refers to the places or channels through which a potential client might purchase LARUMO’s tourism product or service. Channels come in two main categories, direct and indirect sales channels.

1. **Direct sale** — when a tour product or service is sold to the client by the same enterprise providing the product or service.
2. **Indirect sale** — when an intermediary, such as a tour operator, travel agent, or hotel, sells a tour product or service to the client.

Direct Sales:

LARUMO has traditionally relied heavily on direct sales through its Sales Manager who is located in La Ceiba. The Sales Manager is responsible for responding to email/phone inquiries from potential clients, meeting with potential clients in La Ceiba, and meeting confirmed clients in La Ceiba for pre-trip “briefings” in which a review of their itinerary, packing list, and other trip logistics will be review with them prior to their departure.

Indirect Sales:

The LARUMO Alliance will target two new indirect sales channels as a part of the new marketing strategy: establishing a network of sales points in Honduras, and partnering with niche international tour operators, wholesalers, and distributors.

LARUMO Sales Network: LARUMO will partner with an existing tourism business (e.g. tour operator, hotel, etc.) in three popular tourism destinations in Honduras in order to increase the promotion and sale of



Figure 12: LARUMO sales point signage

LARUMO tours in those important destinations, which includes: Copan, Utila, and Roatan. These LARUMO “sales points” will post large LARUMO “sandwich” boards (see figure 12) in front of their locations and offer product catalogs, posters and promotional bookmarks to attract LARUMO clientele in their specific destination/city. Sales outlet representatives will receive a 10% commission for all tour sales and will communicate all sales/reservations to LARUMO’s primary Sales Manager, who will give the outlet’s clients the standard trip briefing before their departure from La Ceiba.

International Niche Tour Operators, Wholesalers, and Distributors: LARUMO will partner with existing international niche tour operators, wholesalers, and distributors working in the region who may be interested in adding a La Ruta Moskitia tour as an “extension” or replacement to an existing tour itinerary.

Promotion

Website Updates

The website www.larutamoskitia.com will be updated with new content such as tour descriptions and prices. In addition, the updated website will better reflect the international tourism awards (see figure 13) that LARUMO has won over the last five years, which help to convey credibility and quality to potential clients.



Figure 13: LARUMO's international tourism awards for quality and sustainability

In addition, a Spanish-language version of the website would be developed to help promote La Ruta Moskitia with Honduran target markets, particularly university groups.

Online and Social Media Marketing Campaign

Possibly the most critical new marketing activity that is a part of the proposed marketing strategy will be the development and implementation of an online and social media marketing strategy. 2007 was the first year in which more travel – 51% -- was purchased online than offline in the United States. The majority (66%) of U.S. leisure travelers exclusively use the Internet when planning a vacation. The importance of effective websites, online marketing, online media (videos, photos, blogs) and social networking sites like Facebook and TripAdvisor are all signs of this shift (see figure 14).

The advantage of online and social media marketing campaigns is that they're not only effective and immediate, but also extremely low-cost when compared to traditional print marketing strategies.

In the first three months of the proposed LARUMO marketing strategy, Solimar will:

1. Create a database of international, niche and SAVE (Scientific, Academic, Volunteer, and Educational) tour operators that LARUMO can contact to promote its members.
2. Create a database of travel guidebooks that feature Honduras and LARUMO.
3. Contact travel guidebooks and requested information for the dates and process of submitting new information for their next editions, including:
4. Contact travel websites and print travel publications to promote LARUMO and to encourage those media partners to write stories about LARUMO tours and communities.
5. Develop LARUMO Facebook and Twitter pages to help push information out to past and potential clients through these very popular social networking sites.
6. Draft a press release for a LARUMO press bulletin to go out to past clients, travel industry, etc.
7. Added metadata information to the La Ruta Moskitia website which will help in search engine optimization (SEO).
8. Created a website to track and monitor all Solimar marketing activities related to LARUMO.

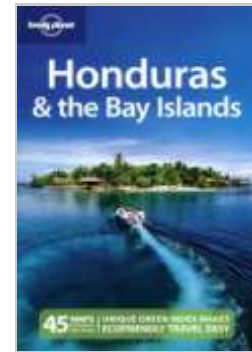


Figure 14: Online and social media marketing opportunities

Print Promotion

Due to the fact that many of LARUMO's clients don't book their tours with the alliance until they've arrived in Honduras, the distribution eye-catching print promotion that captures people's attention and directs them to the LARUMO website will be very important. Specifically, a 10" x 14" poster (see example) will be printed and distributed as a part of the new proposed marketing campaign. The design already exists, may require some minor updating, and a printer in Tegucigalpa offers very low competitive rates for the posters. The poster will be displayed at a variety of locations including tour operators, hotels, dive shops, and travel agencies, can even be printed in both English and Spanish.



Figure 15: Examples of potential print promotion

Budgets

The following budgets attempt to present the specific implementation costs of the various phases of the La Ruta Moskitia marketing and product development strategy described in this document.

Marketing Budget

La Ruta Moskitia: Marketing Costs

The following budget reflects the costs of the basic marketing activities described in this document.

| Item | Units | Unit Cost | Costs |
|-----------------------------------|--------------------|-----------|-----------------|
| Website Development | 1 | \$3,000 | \$3,000 |
| Website Design | 10 | \$200 | \$2,000 |
| Sales Point/Partner Signage | 5 | \$50 | \$250 |
| Poster Design | 1 | \$500 | \$500 |
| Poster Production | 2000 | \$0.25 | \$500 |
| Brochure Design | 1 | \$500 | \$500 |
| Brochure Production | 4000 | \$0.10 | \$400 |
| FAM/promo Trips (tour operators) | 5 | \$300 | \$1,500 |
| Sales Catalogs | 50 | \$10 | \$500 |
| Sales Travel (promo distribution) | 15 | \$100 | \$1,500 |
| Promotional Hats | 100 | \$8 | \$800 |
| Promotional T-Shirts | 200 | \$5 | \$1,000 |
| | TOTAL Costs | | \$12,450 |

Training Budget

La Ruta Moskitia: Training Costs

The following budget reflects the costs of providing a ten-day training to each of the four existing LARUMO communities in tourism services including operations and management, nature guiding, lodging services, food services, and transportation.

| Item | Units | Unit Cost | Costs |
|---|--------------------|-----------|----------------|
| Travel: Solimar Trainer (La Ceiba to La Moskitia) | 4 | \$500 | \$2,000 |
| Food/Lodging in La Moskitia: Solimar Trainer | 40 | \$50 | \$2,000 |
| Workshop/Training Materials | 4 | \$250 | \$1,000 |
| Solimar Trainer (salary) | 40 | \$75 | \$3,000 |
| | TOTAL Costs | | \$8,000 |

Infrastructure Improvement Budget – Current Sites

La Ruta Moskitia: Infrastructure Improvement Costs

The following budget includes the materials costs to make the basic improvement required to improve the lodging and dining infrastructure in the four existing LARUMO community destinations.

| Item | Units | Unit Cost | Costs |
|--|--------------------|-----------|-----------------|
| Brus Laguna/Yamari: palm roofs, wood, beds, mosquito screens, plumbing + transportation costs | 1 | \$4,500 | \$4,500 |
| Belen: palm roofs, foot bridge, bathrooms/plumbing, water tank + transportation costs | 1 | \$5,000 | \$5,000 |
| Raista: palm roofs, bathroom/plumbing + transportation costs | 1 | \$2,500 | \$2,500 |
| Las Marias: mattresses, radios, kitchen equipment + transportation costs | 1 | \$2,000 | \$2,000 |
| | TOTAL Costs | | \$14,000 |

La Ruta Moskitia Alliance Expansion Budget

La Ruta Moskitia: Expansion Costs

The following budget includes the training plus the materials costs to expand the LARUMO Alliance to include four additional communities, thus doubling the number of people benefitting from sustainable tourism in the La Moskitia region. This budget also includes the basic costs required to establish a LARUMO sales office in Grenada, Nicaragua...that would support sales to clients traveling south to north.

| Item | Units | Unit Cost | Costs |
|--|--------------------|-----------|-----------------|
| PLAPLAYA | | | |
| Training Costs | 1 | \$2,500 | \$2,500 |
| Infrastructure Costs | 1 | \$1,000 | \$2,000 |
| MISTRUK | | | |
| Training Costs | 1 | \$3,000 | \$3,000 |
| Infrastructure Costs | 1 | \$2,000 | \$3,000 |
| WASPAN | | | |
| Training Costs | 1 | \$2,000 | \$2,000 |
| Infrastructure Costs | 1 | \$1,000 | \$2,000 |
| PUERTO CABEZAS | | | |
| Training Costs | 1 | \$3,500 | \$3,500 |
| Infrastructure Costs | | TBD | TBD |
| GRENADA, NICARAGUA SALES OFFICE | | | |
| Training Costs | 1 | \$4,000 | \$4,000 |
| Marketing Costs | 1 | \$3,000 | \$3,000 |
| | TOTAL Costs | | \$25,000 |

Timeline

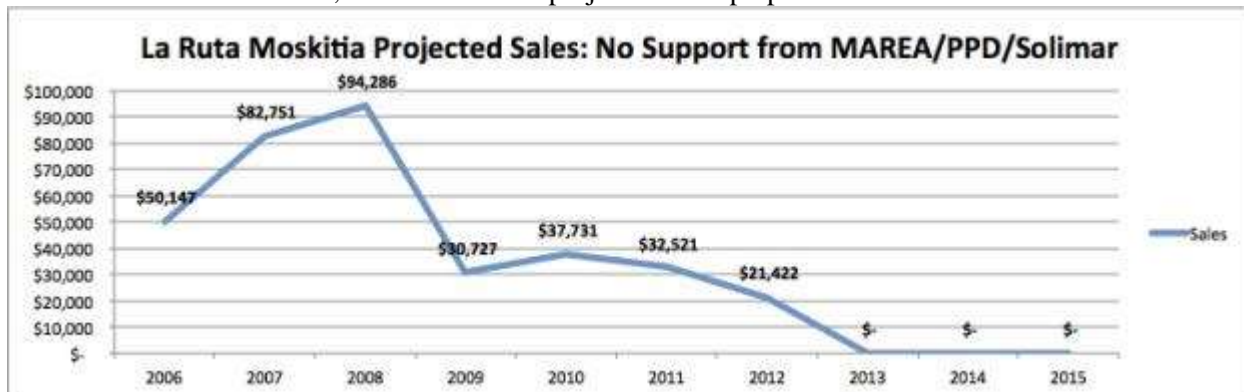
La Ruta Moskitia: TIMELINE of ACTIVITIES

| Activity | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| MARKETING ACTIVITIES | | | | | | | | | | | | |
| Develop new content for website | X | X | | | | | | | | | | |
| Update tour costs and prices | | X | X | | | | | | | | | |
| Update website with new content, prices, etc. | | X | X | X | | | | | | | | |
| Print promotion design/production | | X | | | | | | | | | | |
| Print promotion distribution | | | X | | | | | | | | | |
| Design & print new sales catalogs | | | X | | | | | | | | | |
| Design & produce sales points signage | | | X | | | | | | | | | |
| Establish 3 new LARUMO sales points (Copan, Utila, Roatan) | | | | X | X | | | | | | | |
| FAM/promo trips with tour operators | | | | | X | X | | | | | | |
| | | | | | | | | | | | | |
| TRAINING | | | | | | | | | | | | |
| Design tourism training workshops | X | X | | | | | | | | | | |
| Prepare all tourism training materials | | X | | | | | | | | | | |
| Conduct tourism training: Brus Laguna | | X | | | | | | | | | | |
| Conduct tourism training: Belen | | | X | | | | | | | | | |
| Conduct tourism training: Raista | | | X | | | | | | | | | |
| Conduct tourism training: Las Marias | | | | X | | | | | | | | |
| | | | | | | | | | | | | |
| LA RUTA MOSKITIA EXPANSION | | | | | | | | | | | | |
| Finalize new tour products with new sites | | | | | | | X | | | | | |
| Conduct tourism training: Plaplaya | | | | | | | | X | | | | |
| Conduct tourism training: Mistruk | | | | | | | | | X | | | |
| Conduct tourism training: Waspan | | | | | | | | | | X | | |
| Conduct sales training: Grenada | | | | | | | | | | | X | |
| Update marketing materials with new sites | | | | | | | | | | | X | X |
| Launch expanded La Ruta Moskitia tours | | | | | | | | | | | | X |

Five-Year Financial Projections

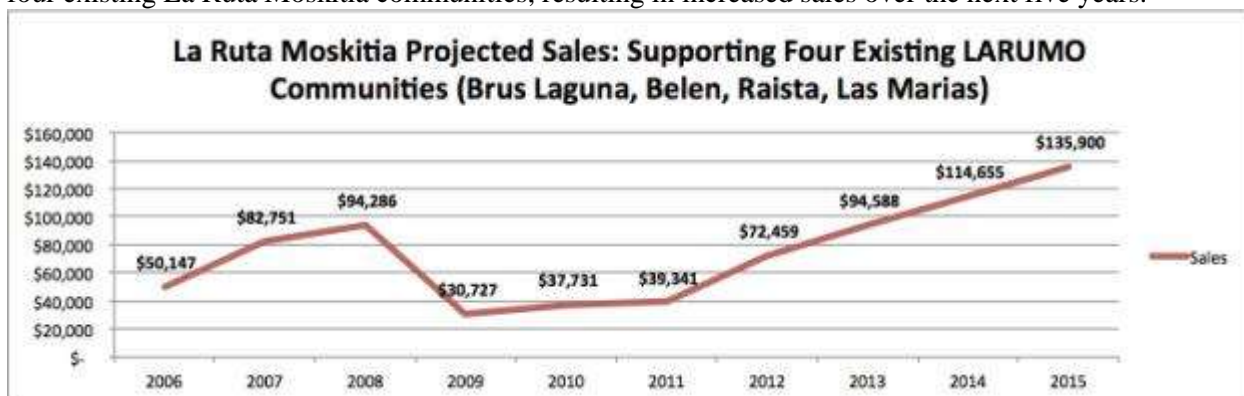
Scenario I – No Support from USAID-MAREA/PPD/Solimar

In this first scenario, no marketing, training, or infrastructure improvement support is provided to the La Ruta Moskitia communities, with the alliance projected to stop operations/sales in 2013.



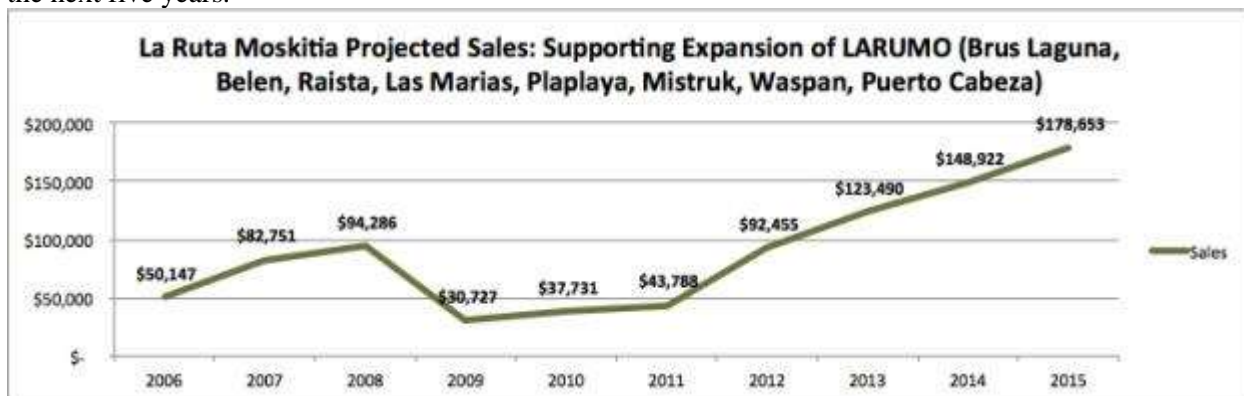
Scenario II – Support from MAREA/PPD/Solimar to Four Existing LARUMO Communities

In this second scenario marketing, training, and infrastructure improvement support is provided to the four existing La Ruta Moskitia communities, resulting in increased sales over the next five years.



Scenario III –Support from MAREA/PPD/Solimar to Expand LARUMO

In this third scenario marketing, training, or infrastructure improvement support is provided to an expanded La Ruta Moskitia that includes at least eight communities resulting in much higher sales over the next five years.



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Annex

LARUMO Member Economic Profile – 2011 Results
 LARUMO Member Survey Results
 2011 Honduras Visitors Survey
 LARUMO Sample Sales report

LARUMO Member Economic Profile – 2011 Results

| Brus Laguna | Belen | Raista | Las Marias | TOTAL |
|--|-----------------|-----------------|-----------------|------------------------|
| Total number of people receiving income from LARUMO in the last 12 months (either part time or full time) | | | | |
| 11 | 9 | 18 | 80 | 118 |
| Number of those total people who are buzos (or family members of buzos) | | | | |
| 2 | 5 | 5 | 5 | 17 |
| Number of those total people who are fishermen (or family members of fishermen) | | | | |
| 7 | 5 | 5 | 0 | 17 |
| Number of those total people who are women | | | | |
| 5 | 7 | 13 | 20 | 43 |
| Average annual income of person receiving income from LARUMO | | | | |
| 10,000 Lempiras | 10,000 Lempiras | 10,000 Lempiras | 10,000 Lempiras | 10,000 Lempiras |

2011 La Ruta Moskitia Member Survey

| Question | Notes | LARUMO "STAFF" (Dorcas, Claudia, Elmer) | RAISTA | BELEN | BRUS LAGUNA/Yamari |
|---|---|---|---|---|--|
| SALES | | | | | |
| Total LARUMO sales for 2009? | Jan 1 - Dec 31, 2009 - please get it for LARUMO overall, as well as for the 3 community enterprises (Brus, Raista, Belen) | L 580,433.03 | L 87,125.00 | L 93,596.00 | L 154,141.00 |
| Total salaries for 2009? | Of the total sales, how much went to members and other staff? | L 43,027.00 | L 35,930.00 | L 26,000.00 | L 40,400.00 |
| How many independent travelers (FITs) in 2009 (non-LARUMO tours)? | Define both total FIT <u>gox</u> and total FIT <u>sales</u> | | 44 | 2 | 5 |
| ENTERPRISE/ORGANIZATION | | | | | |
| How would you describe the overall "health" or organization of your enterprise group? | | Se requiere de motivación a los miembros ya que la baja en las ventas ha creado una separación o sentimiento de independencia a algunos grupos. | Actualmente el grupo está inactivo con nula participación, por lo que las operaciones están más dirigidas y en funcionamiento por el apoyo familiar manejando el funcionamiento entre la madre y las dos hijas lo que ha convertido la empresa en algo más familiar. | Los ánimos están bastante bajos y los miembros no están participando de las reuniones al punto que los aspectos administrativos tienen que ser registrados por el manager ya que el administrador dice que es perder el tiempo ya que no hay ingresos | La desmotivación de las personas está afectando ya que muchos de ellos creen que se debe vender los bienes para repartir el dinero ya que no se están recibiendo turistas y por tanto los ingresos son muy bajos |
| What is working well? | | el liderazgo de los manager quienes son los que han estado liderando los pocos grupos o paquetes que se han vendido manteniendo el mismo nivel de coordinación y calidad en el servicio en la medida de lo posible. | las operaciones de la cocina y hospedaje ya que se ha logrado mantener el nivel de servicio y atención con el que se inició. Se tienen alianzas con tour operadores como Moskitia eco aventuras y tortuga tours que trae turistas a realizar algunos consumos en las empresas | Algunas gestiones de apoyo que se han logrado como el caso los fondos obtenidos de PPD para mejorar los baños en el año 2011 | la presencia de guías ya que se cuenta con dos guías bilingües lo que fortalece las otras comunidades ya que ellos carecen de guías y es de aquí que se envían guías a las otras comunidades. |
| What isn't working well? | | La Promoción de ventas ya que no se cuenta con recursos necesarios para promover la ruta y buscar mayores ventas | Los guías ya que no cuentan con guías para poder asegurar el tour de la comunidad, así como también sienten que no se les da promoviendo lo suficiente en la Ceiba y no se tiene la seguridad de respuesta a las llamadas y correos según reportes de turistas | Los guías, ya que no cuentan con guías y obligan a Mario dar este servicio, tienen problemas con la infraestructura que está deteriorada. | las instalaciones están demasiado deterioradas y los ingresos son muy bajos lo que limita acciones de reparación. Se tiene que pagar mensual un vigilante y esto limita el acceso a las pocas ganancias. |
| How many "members" are still active and currently receiving income from LARUMO tours? | | se estima que hay de unos 12 miembros que están activos y que están recibiendo ingresos de LARUMO pero depende mucho de los grupos o paquetes que se vendan | Únicamente tres miembros activos que son Melisa, la mamá y la hermana. | Aproximadamente 5 miembros que reciben ingresos cuando hay recorridos | hay unos 3 miembros activos a los cuales se trata de repartir algunas actividades remuneradas de acuerdo a la demanda de trabajo |

| | | | | | |
|--|--|--|--|--|--|
| How many non-member "staff" are currently receiving income from LARUMO tours? | | Según los grupos se pueden beneficiar de 15 a 18 personas que no son miembros pero que reciben ingresos. | Aproximadamente unas 11 personas dependiendo de los grupos y actividades que soliciten ya que con la danza es con la actividad que se involucra mas personas | Se tienen unas 7 personas que se benefician de los recorridos de Larumo | actualmente solo se están contratando a los miembros ya que cuando se tenían grupos mas frecuentemente se contrataban 3 personas además de los miembros pero actualmente se contrata solo al vigilante |
| What was the average total income for members (including both salaries and year-end profit) in 2009? | <i>Esto depende del numero de grupos y el trabajo o cargo que tiene el miembro</i> | Este dato no fue posible obtenerlos ya que no se tiene el registro de pago separado entre miembros y no miembros sino mas que todo se hace de acuerdo al cargo (ejemp: Cocinera, camarera, etc)- Otro aspecto que limita la obtención de este dato es el hecho que la repartición de ganancias se dio por última vez en la mayoría de los grupos en el 2008. Claudia ofreció apoyo para sacar un estimado de los registros que ella tiene por lo que espero enviarlos luego. | | | |
| What was the average total income for non-member staff (just salaries) in 2009? | <i>Esto depende del numero de grupos y el trabajo o cargo que tiene el miembro</i> | Según el trabajo que realizan ejemp. Boat Man Lps. 4,700.00 al mes de acuerdo al numero de grupos. El Lanchero Gana Lps. 4,200 mensuales. | Según el trabajo que realizan ejemp. El administrador gana Lps. 3,000 mensuales, el grupo de Danzas Lps. 8,580 para todo el grupo. (este dato es el promedio del 2009) | Las Lavadoras de ropa ganan lps. 200 por cada vez que lavan y esto depende de los grupos, 2 grupos a dos lavadas o sea Lps 400 al mes. Limpieza del terreno "chapeador" gana lps. 120.00 al mes. El vigilante gana Lps. 200 la Noche y se contrata según el numero de noches que hay turistas. | Como en el resto de los otros lugares los ingresos están directamente dependiendo de los turistas que llegan, uno de los costos fijos de Yamarí es el Vigilante que se le paga lps. 2,300, las camareras se le paga lps. 200 por día y según el numero de días, el Manager Lps. 300 por cada paquete que llega |
| How many enterprise meetings have you held in the last 12 months? | | 1 entre todos cuando Claudia visito la Mosquitia | Nunca se han reunido ya que se convoca a reunión y la gente no llega. | en el 2011 se han reunido 2 veces | se reúnen 1 vez cada dos meses |
| Did you go through a profit sharing with members at the end of 2009? | | No se ha hecho desde el 2009 ya que se han cubierto algunos gastos incluso de ingresos personales. | No La Última repartición se dio en el 2008 | Si se dio una repartición en el 2010 de Lps. 1,300 a cada miembros | La última repartición se dio en el 2008 |
| INFRASTRUCTURE | | | | | |
| What improvements are needed to your tourism infrastructure and equipment? | <i>Lodging/dining facilities, boats, motors, tour equipment, etc.</i> | | Se tiene que mejorar los techos ya que el material utilizado dura muy poco y se tienen goteras. Algunas mejorar de lo que es los baños para dar una mejor vistosidad.- en terminos generales estas son las instalaciones que están en mejores condiciones. | Se tienen problemas con los techos, así como también es necesario el arreglar el puente de acceso ya que está muy deteriorado. Los baños se están mejorando con apoyo de PPD pero se requerirá un nuevo tanque de abastecimiento de agua. | Los techos no se han podido cambiar por el alto costo de reparación y el trabajo que esto implica, de igual manera esto ha producido problemas en la infraestructura ya que para el caso el comedor está bastante mal la madera y se tienen que cambiar las bases y el comedor se tiene que casi construir nuevo. Las instalaciones están muy deterioradas y requieren atención inmediata. |
| Do you have an idea of any of these costs? If yes, please describe those costs | <i>These costs can include materials, labor, transportation, etc.</i> | | Mejoras menores de algunos cuartos que se han dañado por el Dripping de la lluvia se estima que necesitan de Lps. 15,000 a Lps. 20,000. | Para las mejoras del muelle de acceso y los baños se necesitan un aproximado de Lps. 70 mil para hacer las mejoras a ambas infraestructuras. | Para mejorar lo que es el comedor se necesitarían unos lps. 50 mil |
| TRAINING | | | | | |
| What training activities have you conducted with your staff in the last two years? | | Solamente una capacitación de Guías que se dio de parte de Jimmy en inicios del 2011 | No se ha tenido capacitaciones desde que estuvo Lucia capacitandoles | No han tenido ningún tipo de capacitación desde hace ya mas de 2 años | Se capacitaron algunos guías con el mismo grupo que Jimmy capacitó en el 2011. |
| What training is needed to improve your staff and overall tourism products/services? | <i>Enter any/all training needs for the following functional areas of the enterprise</i> | | | | |

| | | | | | |
|--|--|---|--|---|--|
| Managers/Operations? | | Se requiere entrenamientos en aspectos de administracion mas que todo para poder refrescar el conocimiento que se recibio en el pasado. | | | |
| Guides? | | | Se requiere capacitar guias locales ya que no s e cuenta con guias locales ya que los que se capacitaron al inicio ya no estan en la comunidades y se tiene que pedir a belen que envíe guias o los gerentes le hacen de guias. | Se requiere de capacitar guias bilingues ya que se tiene bastantes dificultades para atencion de los grupos cuando no hay quien hable español y se reuquiere de mas guias si la actividad de turismo aumenta. | |
| Food Services? | | | Les interesa mucho tener capacitaciones para refrescar los conocimientos que se files dio y en especial para capacitar nuevas personas, uno de los retos es para tener menus variados considerando la limitante que no siempre se cuenta con algunos insumos localmente. la gente comenta que mucho se da arroz y frijoles y no hay variedad. | | |
| Lodging Services? | | | les interesa tener un refresh de lo que aprendieron ya que hay cosa que han olvidado y desean capacitar a nuevas personas, en especial para decorar los cuarto, hacer disenos con toallas y manteles. | | |
| Communications? | | | La comunicación esta bien entre ellos con la unica que se estan teniendo conflictos es con las marías ya que no estan pendiente de los radios porque el equipo que tienen esta en mal estado y las baterias e inversores no dan la potenci. Durante el visita se percibio que raista es la que esta operando casi como independiente ya que sigue recibiendo visitantes y no depende directamente de LARUMO. | | |
| Other? | | mejorar las capacidades de venta del agente de ventas de la ceiba ya que sienten que no esta dando tanto como se tuvo en el pasado, talves dando nuevas ideas o estrategias de ventas que no le tomen tanto tiempo pero que si mejore las ventas. | Es importante que puedan ser capacitados en aspectos de promocion para ellos poder vender o promover recorridos desde las zonas y con la intension de tener a los turistas como instrumentos de promocion. Les gustaria mucho se pudieran repetir la jornada de capacitaciones que se dio en el inicio de la RUTA ya que mucha gente se ha salido o que ya por falta de practica han olvidado. | | |
| PRODUCTS & SERVICES | | | | | |
| What tour products and services are you currently operating? | What do LARUMO clients do when they visit the community/site? | kayak, Senderos, Noches culturales, tour de comunidades | tour de comunidades, noches de baile miskito. | Tour de comunidades, vista de cocodrilos, descanso en la playa, baile miskito | Kayak, descanso, observacion de aves pero solo en el verano, senderos. |
| What tour products and services did you STOP operating since LARUMO started? | List any tours or activites that the community might have stopped operating and <u>why</u> | El de tubing en cricke Paru, observacion de acves ya que los guias no concen mucho de aves. | Tubing y recorrido por el crique paru ya que el area fue destruida por los terratenientes. El Tour de comunidades solo cuando se cuenta con guias que viene de Brus. | el tour de comunidades ya que no mtienen guias, el de pesca artesanal ya que no cuentan con el equipo ni personas capacitadas. El recorrido en caballo ya no lo hacen porque no tienen caballos. | el recorrido de observacion de aves ya que no tienen guias capacitados y el de sendero ya que depende de la temporada seca. |
| Do you have any ideas for new tour products or services at your site? | New tour activites, new places to visit, new food items, etc. | De la visita realizada se observo que actividades que pueden desarrollarse como producto estan la pesca deportiva, recorridos en caballos, observacion de aves y tour de investigacion con la estrategia SAVE que se lleven grupos de estudiantes a realizar estudios de todas las areas social, biologica, antropologica, salud entre otros. | Creen que el de tubing seria bueno indentificar otra zona donde se pueda realizar pues ese tour era de mucho interes para las personas. | Le gustaria ver si se pueden dar tour de navegacion en el mar asi como tambien de pesca deportiva y/o artesanal | recorridos en caballos creen es un producto que se puede desarrollar asi como la pesca deportiva y el diseño d enuevos senderos. |

| CLIENT FEEDBACK | | | | | |
|--|--|---|---|--|--|
| What feedback have you heard from LARUMO clients that might help improve the tours? | | Informan que se deben de mejorar los menus, así como tambien aspectos de higuiene y atencion en la marías ya que es de donde se tienen mas reclamos o solcitud de mejoras. | No se han tenido cometrarios mas que positivos que tienen la mejor cocina y las mejores atenciones en la moskitia | que deben mejorar el menu para tener mas variedad y mejorar los banos. Se deberia de asignar una area de descanso con hamacas | mejorar el menu, colocar otro set de baños para tener mayor y facil acceso. Piden mas variedad de servicios. Y hacer una champa para area de descanso o area comun. |
| List any client feedback from the community "Visitor Comment" books that might help improve tours, operations, marketing, etc. | | Promover mas la zona de manera positiva y tener mas medios de informacion. Mejorar y actualizar la informacion de la pagina web colocando informacion en español. | Mejorar algunas cosas de los cuartos como sabanas, mosquitero que ya estan en mal estado. | Se debe trabajar con la limpieza de la comunidad, informar sobre el uso especifico de equipo para llevar como botas de hule. Los menus son bastante repetidos en la ruta. | Tener mas opciones de actividades, mejorar informacion de la zona con mapas. Los baños estan muy alejados de las cabañas. |
| What additional "trends" are you seeing in LARUMO clients that might help us improve tour products, marketing,etc. | Any trends in the type of visitors arriving, what they are interested in, how they hear about LARUMO, etc. | La mala promocion que se tiene de parte de las noticias nacionales y los diarios que dicen que esta es una zona de alto riesgo lo que no es cierto. | mala informacion que dan con respecto a la seguridad en la zona así como tambien la situacion politica del pais que alarma los medios de comunicación y los incentiva a la publicacion de noticias amarillistas que alarma a los turistas. | las pocas ventas que se tienen de la ceiba ya que ellos creen que no se esta promoviendo y atendiendo bien las ventas en la ceiba. | La imagen negativa que se esta dando de la mosquitia así como tambien las malas condiciones de la infraestruturra ya que no permite dar un buen nivel de comodidad y atencion adecuada. |
| | | Temen que la mala atencion, condiciones no adecuadas y mala calida en el servicio en las maras pueda representar un problema para las ventas ya que este es la zona que mas motiva a las personas a viajar. Se estan teniendo muchas presiones por la compra de terrenos de parte de los terratenientes que limitan la obtencion de ingresos y obliga a persona a delinquir y entrar en acciones indevidas. | | | |
| FINAL THOUGHTS | | | | | |
| What do you think LARUMO needs to do most to improve its business? | | todos expresaron la misma idea que se requiere mayor pormocion de la zona, logrando la fluidez de informacion sobre como llegar precios y demas así como tambien mejorar la atencion a los turistas, temen que la mala publicidad que se esta manejando a nivel nacional con respecto al narcotrafico y que marca la mosquitia como narco estado sea el principal efecto negativo que se esta efectuando. | | | |
| What other concerns do you have about LARUMO or tourism in La Moskitia? | Safety, groups working together, salaries...anything. | varios de los grupos se estan convirtiendo en negocios personales por el poco interes de varios de los miembros lo que al final esta llevando a la privacion de las operaciones. | La poca participacion de las personas que no muestran interes ya que no se tienen ingresos de parte del turismo. Los daños que se estan haciendo de parte de los terratenientes que estan comprando cada vez mas tierras y las destruyen y da inseguridad porque acostubran andar armados lo que asusta los turistas. | Los pocos ingresos que se estan generando lo que obliga a la gene a retirarse y buscar otras fuentes de generar ingresos fuera de la zona. | la falta de ingresos que tiene desmotivada a la gente y no participan de manera proactiva y positiva en los atencion de los grupos. |
| What other comments do you have for us? | | Es importante que se refuerce las ventas y se establezcan aliados como el que se tenia en copan ya que ellos apoyaban mucho las ventas. | hay que reactivar a los miembros ya que para cuando estaban operando mejor habia bastante interes por lo que seria importante mejorar las ventas de la ceiba para que mejoren las cosas. | Se requiere apoyo tecnico para poder acceder algunos fondos y apoyos ya que ppd les ha ofrecido apoyo economico pero ellos no tiene la capacidad de poder preparar algunos insumos tecnicos que les piden. | Seria bueno el tener nuevos medios de promocion y alternativas de ingresos como era la venta de camisetas y gorras, así como la generacion de nuevas actividades que aumenten el interes de venir de los turistas así como tambien el tiempo de estadia. |

2011 Honduras Visitor Survey

We would like to know about your interests in traveling in Honduras! As part of a project focused on improving community-based tourism in the region, we are surveying visitors to identify their motivations and preferences in order to help improve regional tours. This survey should require about 5 minutes of your time.

The survey is **voluntary, anonymous, and completely confidential**. Please answer all of the questions. If anything is unclear, please ask the interviewer who gave you the survey. *Thank you for your participation!*

- **What is the primary purpose of your trip to Honduras?**
 - ☐ Business or work related
 - ☐ Visit relatives
 - ☐ Holiday or vacation
 - ☐ Other (please specify) _____
- **What country are you from?** _____
- **What is your age?**
 - ☐ 25 or younger
 - ☐ 26 to 35
 - ☐ 36 to 45
 - ☐ 46 to 55
 - ☐ 56 or older
- **How would you characterize yourself:**
 - ☐ Professional
 - ☐ Student
 - ☐ Unemployed
 - ☐ Retired
 - ☐ Other? _____
- **If you are a "professional", please check your current annual income. Please convert to U.S. dollars if necessary:**
 - ☐ Less than \$25,000
 - ☐ \$25,001 to \$50,000
 - ☐ \$50,001 to \$75,000
 - ☐ \$75,001 to \$100,000
 - ☐ \$100,001 to \$125,000
 - ☐ \$125,001 to \$150,000
 - ☐ More than \$150,000
 - ☐ Not sure of last year's income
- **How many friends or family members are traveling with you?** _____
- **Including lodging, food, tours, local travel, and gifts...approximately how much money (in USD \$) do you plan to spend in Honduras per day per person? (please exclude international airfare)**
 - ☐ Less than \$25
 - ☐ \$25-\$50
 - ☐ \$50-\$100
 - ☐ \$100-\$150
 - ☐ More than \$150
- **Including your arrival and departure day, how many total days will you spend in Honduras?** _____
- **What Honduran destinations have you visited or plan on visiting on this trip? (check all that apply)**
 - ☐ Roatan
 - ☐ Utila
 - ☐ La Ceiba
 - ☐ Copan
 - ☐ Tegucigalpa
 - ☐ San Pedro Sula
 - ☐ La Moskitia
 - ☐ Tela
 - ☐ Others? (please list all below) _____
- **How did you arrive to Honduras?**
 - ☐ Land
 - ☐ Air
 - ☐ Other? _____
- **In which city/area did you enter Honduras?**
 - ☐ Tegucigalpa
 - ☐ San Pedro Sula
 - ☐ Roatan
 - ☐ Copan (Guatemala border)
 - ☐ La Ceiba
 - ☐ Choluteca (Nicaragua border)
 - ☐ Other? (please list below) _____
- **Please list any additional countries you have visited (or plan on visiting) during *this trip*:**

Survey continues on the other side...

- What travel resources did you use to plan your visit to Honduras? (please check all that apply)

☐ Guidebook - If yes, which one(s)? (please list all below)

☐ Travel website – If yes, which one(s)? (please list all below)

☐ Other travel planning resources? – If yes, which one(s)? (please list all below)

- How would you characterize the amount of planning you did *prior* to arriving to Honduras:

☐ All of my trip activities were planned

☐ None of my trip activities were planned

☐ Some of my trip activities were planned

- Have you ever heard of the region of Honduras known as “La Moskitia”?

☐ Yes

☐ No

- If yes, did you consider visiting La Moskitia?

☐ Yes

If yes, what *appeals* to you about La Moskitia? (please list any reasons below)

☐ No

If no, what *concerns* you about La Moskitia? (please list any reasons below)

- Have you ever heard of any of the following tour operators?

☐ La Moskitia Ecoaventuras

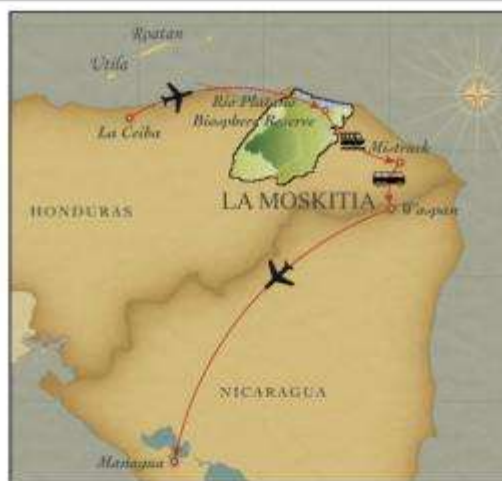
☐ Omega Tours

☐ Turtle Tours

☐ Garifuna Tours

☐ La Ruta Moskitia

La Moskitia is the region of Honduras on the Caribbean coast that borders Nicaragua. At the heart of La Moskitia lies the **Rio Plátano Biosphere Reserve**, a UNESCO World Heritage site that is the largest rainforest north of the Amazon. The Reserve also includes four distinct indigenous groups. “La Ruta Moskitia” is a network of ecolodges and rustic cabanas in the Reserve that offer food and lodging, as well as tours such as crocodile spotting, kayaking, rainforest trekking, and cultural presentations. Visitors travel throughout the Reserve in motorized canoes and boats.



- Please rate your interest in the following tour packages:

1 = not interested 2 = somewhat interested 3 = interested 4 = quite interested 5 = very interested (circle one per tour please)

| | | | | | |
|--|---|---|---|---|---|
| 7-day Overland Tour: Travel by truck/bus 10 hours each way from La Ceiba to La Moskitia, includes all lodging, food, tours (listed above). Cost - \$75 per person per day. | 1 | 2 | 3 | 4 | 5 |
| 4-day Fly In/Fly Out Tour: Includes 45 min flight from La Ceiba to La Moskitia, includes all lodging, food, tours (listed above), and airfare. Cost - \$150 per person per day. | 1 | 2 | 3 | 4 | 5 |
| Border Crossing Tour: Travel from La Ceiba to Managua without having to “back track” through Tegucigalpa (see map). This four-day, three-night option includes all food, transportation, lodging, tours: - Day One: Airfare from La Ceiba to Rio Plátano Reserve, overnight in eco-cabanas, crocodile tour - Day Two: Motorized boat to Mistruk community, Miskito cultural presentation, overnight in cabanas - Day Three: Overland in comfortable truck across border, overnight in small hotel in Waspan, Nicaragua - Day Four: Morning flight to Managua Cost - \$150 per person per day. | 1 | 2 | 3 | 4 | 5 |

Survey continues on the other side...

REPORTE DETALLADO DE VENTAS DE LARUMO
ENERO A DICIEMBRE 2008

09 de Enero 2009



| PAQUETE | | | | | | | |
|----------------|---------------|----------------------|----------|-----------|-------------|---------------|------------------------|
| MES | OVERLAND | AIRE | LAND/AIR | # PAX | NAC_Mayoria | INGRESOS (\$) | TIPO DE VENTAS |
| ENERO | | | | | | | |
| 1/9/08 | | 8 dias aire | | 4 | Canada | 2780 | directa |
| 1/13/08 | 9 dias tierra | | | 8 | Australia | 3720 | directa |
| 1/19/08 | 7 dias tierra | | | 6 | EUA | 2250 | directa |
| 1/21/08 | | 8 dias aire | | 2 | Francia | 1890 | directa |
| 1/23/08 | | 3 dias aire (Custom) | | 2 | EUA | 1170 | directa |
| 1/28/08 | 9 dias tierra | | | 2 | Suecia | 1390 | Indirecta (ViaVia) |
| TOTAL | | | | 24 | | 13200 | |
| FEBRERO | | | | | | | |
| 2/15/08 | | 4 dias aire | | 2 | UK | 1290 | Directa |
| 2/20/08 | | 6 dias aire | | 5 | Australia | 2975 | Directa |
| 2/28/08 | 8 dias tierra | | | 4 | EUA | 1580 | Directa |
| TOTAL | | | | 11 | | 5845 | |
| MARZO | | | | | | | |
| 3/10/08 | 7 dias tierra | | | 2 | Australia | 1170 | Directa |
| 3/14/08 | | 4 dias aire | | 2 | EUA | 916 | Indirecta (MC tour) |
| 3/17/08 | 7 dias tierra | | | 5 | EUA | 1875 | 4 Directa y 1 Indirect |
| 3/24/08 | 9 dias tierra | | | 4 | Canada | 1860 | 2 Direct y 2 Indirect |
| TOTAL | | | | 13 | | 5821 | |
| ABRIL | | | | | | | |
| 4/4/08 | | 6 dias aire | | 6 | Canada | 3570 | Directa |
| 4/14/08 | | 8 dias aire | | 2 | EUA | 1890 | Directa |
| 4/23/08 | | 6 dias aire | | 6 | Canada | 2700 | Directa y Customized |
| 4/23/08 | | 4 dias aire | | 6 | Suiza | 1500 | Directa y Customized |
| TOTAL | | | | 20 | | 9660 | |

REPORTE DETALLADO DE VENTAS DE LARUMO
ENERO A DICIEMBRE 2008

Elaborado por : Jimmy Andino
Informacion generada por : Jimmy Andino



| PAQUETE | | | | | | | |
|---------------|---------------|-------------|--------------|-----------|-------------|---------------|----------------------|
| MES | OVERLAND | AIRE | LAND/AIR | # PAX | NAC_Mayoria | INGRESOS (\$) | TIPO DE VENTAS |
| MAYO | | | | | | | |
| 5/6/08 | 7 dias tierra | | | 6 | Alemania | 2250 | Directa |
| 5/9/08 | | 8 dias aire | | 4 | EUA | 2780 | Directa |
| 5/7/08 | | 8 dias aire | | 4 | Canada | 2780 | Directa |
| TOTAL | | | | 14 | | 7810 | |
| JUNIO | | | | | | | |
| 6/13/08 | | 4 dias aire | | 9 | Belgica | 4365 | Indirecta (Via Via) |
| 6/20/08 | | 8 dias aire | | 2 | EUA | 1890 | Directa |
| 6/20/08 | | 4 dias aire | | 5 | Noruega | 2425 | Directa |
| 6/18/08 | | 8 dias aire | | 2 | EUA | 1890 | Directa |
| TOTAL | | | | 18 | | 10570 | |
| JULIO | | | | | | | |
| 7/1/08 | 7 dias tierra | | | 4 | Alemania | 1500 | Directa |
| 7/16/08 | | | 7 tierra/air | 2 | EUA | 1390 | Directa |
| 7/25/08 | 8 dias tierra | | | 4 | UK | 1580 | Directa |
| 7/26/08 | 7 dias tierra | | | 4 | EUA | 1980 | Directa |
| 7/28/08 | | 8 dias aire | | 4 | EUA | 2780 | Directa |
| TOTAL | | | | 18 | | 9230 | |
| AGOSTO | | | | | | | |
| 8/1/08 | | 6 dias aire | | 4 | Suiza | 2380 | Directa |
| 8/4/08 | | 8 dias aire | | 2 | Honduras | 1490 | Directa |
| 8/11/08 | | | 6 tierra/air | 6 | Espana | 3330 | Directa y customized |
| 8/18/08 | | 5 dias aire | | 14 | Guatemala | 7000 | Directa y customized |
| TOTAL | | | | 26 | | 14200 | |

REPORTE DETALLADO DE VENTAS DE LARUMO
ENERO A DICIEMBRE 2008



Elaborado por : Jimmy Andino
Información generada por : Jimmy Andino

| MES | PAQUETE | | | # PAX | NAC. Mayoría | INGRESOS (\$) | TIPO DE VENTAS |
|------------|---------------|-------------|--------------|-------|--------------|---------------|----------------------|
| | OVERLAND | AIRE | LAND/AIR | | | | |
| SEPTIEMBRE | | | | | | | |
| 8-Sep | 7 días tierra | | | 2 | Alemania | 1350 | Directa |
| 15-Sep | | 8 días aire | | 2 | Canada | 2250 | Directa |
| 26-Sep | | 4 días aire | | 2 | Eslovenia | 1490 | Directa |
| TOTAL | | | | 6 | | 5090 | |
| OCTUBRE | | | | | | | |
| 10/9/08 | | | 5 tierra/air | 10 | Belgica | 4700 | Indirecta (Via via) |
| TOTAL | | | | 10 | | 4700 | |
| NOVIEMBRE | | | | | | | |
| 29-Nov | | | 7 tierra/air | 5 | EUA | 2340 | Directa |
| TOTAL | | | | 5 | | 2340 | |
| DICIEMBRE | | | | | | | |
| 12/21/08 | | | 6 tierra/air | 2 | Canada | 1520 | Directa |
| 12/22/08 | | 8 días aire | | 2 | Holanda | 1490 | Directa |
| 12/29/08 | | 8 días aire | | 13 | Alemania | 1520 | Indirecta (Mc Tours) |
| TOTAL | | | | 17 | | 4530 | |

Total de tours realizados durante 2008: 42

GRAFICOS

AFLUENCIA DE VISITANTES vs MES
LARUMO 2008

| Mes | # de pax | Ingresos mes (\$) |
|-----------|----------|-------------------|
| Enero | 24 | 13200 |
| Febrero | 11 | 5845 |
| Marzo | 15 | 7111 |
| Abril | 20 | 9660 |
| Mayo | 14 | 7810 |
| Junio | 18 | 10570 |
| Julio | 18 | 9230 |
| Agosto | 26 | 14200 |
| Sept | 6 | 5090 |
| Octubre | 10 | 4700 |
| Noviembre | 5 | 2340 |
| Diciembre | 26 | 4530 |
| TOTAL | 193 | 94286 |

